Dear Councillor

CORPORATE GOVERNANCE COMMITTEE - WEDNESDAY, 18 NOVEMBER 2026

I am now able to enclose for consideration at the above meeting the following reports that were unavailable when the agenda was printed.

Agenda Item No.

7. CORPORATE RISK REGISTER(Pages 3 - 18)

To receive a report presenting an update on the Council's Corporate Risk Register.

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Corporate Governance Committee – 18 November

Report by: Lydia Morrison – Corporate Director – Finance and Resources

Lead Cllr: Cllr Liam Dewey-Beckett
Executive Councillor for Governance & Democratic Services

Wards	Open / Exempt	Key Decision?
All	Open	No

Corporate Risk Register

Executive Summary: This report provides the Committee with an update on the Council's Corporate Risk Register, presenting the current risk position, including summary reporting and heatmaps, and highlights those risks where the residual risk score remains above the target risk score.

The report also describes the ongoing work to strengthen the quality, consistency, and oversight of risk information.

Recommendations

1.1. That the Committee comment on the progress the Council is making in regard to its management of risk, including the summary and heatmap reports in the appendices, and identifies any matters requiring further consideration.

	Key Corporate Plan Priorities/Place Strategy Priorities
1	*Effective risk management is critical to ensuring the Council is efficient and effective at providing sustainable service delivery.*

Report Author(s)

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1. PURPOSE OF THE REPORT

1.1 This report updates and informs the Committee of the approach taken to improve the Council's management of risk, in particular, for work undertaken on corporate risks where the residual risk score has not yet met the target risk score.

1.2 Heatmaps and a summary risk register are included as appendices to support the Committee's oversight of the Council's current corporate risk profile.

2. BACKGROUND & CONTEXT

2.1 Recent updates have been made to the Risk Management Strategy, and the wider approach to risk management to strengthen consistency and clarity across the organisation. These improvements are intended to strengthen the Council's risk management maturity and ensure that risk information is used as an active management tool to support decision-making, accountability and governance oversight. Some key changes are highlighted below:

2.1.1 Risk Training: service-level risk management activity has continued through training and targeted workshops. Twelve risk management training sessions were delivered to one hundred plus members of staff during August and September. The sessions reinforced the importance of clear ownership, maintaining appropriate evidence of control effectiveness, and regular reviews. Feedback from training sessions are being used to identify areas where further guidance or support may be required.

2.1.2 Workshops: a programme of facilitated risk workshops is underway across the Council's directorates. Recent workshops have involved Community Resilience, Facilities and Estates, Active Environments and One Leisure, Planning, Infrastructure and Public Protection. The workshops have supported teams to review their existing registers, identifying missing or emerging risks, and strengthen articulation of causes, effects, controls and assurances.

To date, workshops have been completed or commenced across five service areas, resulting in approximately thirty new risk register entries. Around one-hundred existing risks have, or are currently being, reviewed to determine whether they should be refined, restructured, consolidated, or removed. Gaps in controls and mitigating actions have also been identified for consideration.

Further workshops are scheduled through the remainder of the year and into the New Year. Areas scheduled include Emergency Planning/Business Continuity, Communications, Climate, Operational Housing, Community and Resident Support, and Economic Growth.

2.1.3 Audit: an internal audit of the Council's risk management is scheduled for **December 2026,** which will provide independent assurance over the effectiveness of the current framework and identify any opportunities to strengthen governance, consistency and risk reporting.

2.1.4 Emerging Risks: the Council continues to monitor emerging and interconnected risks that may affect the delivery of its priorities and services. Recent consideration has focused particularly on organisational and community resilience, including our response to the national '**Be Ready'** campaign. Further work is also looking at the relationship between climate change and insurance risks, including the potential for more frequent or severe weather events to affect Council assets, service delivery, claims exposure, as well as those for our communities and residents. Emerging risks will continue to be assessed alongside existing corporate, directorate and service level risks to identify changes in exposure, dependencies, or control requirements and determine whether further mitigating action or formal escalation is required.

2.2 Changes to Corporate Risk Register

2.2.1 Overall, risk scores have remained largely stable during the reporting period, as the controls and improvement activity described provide assurance that risks are being actively managed but have not yet reduced exposure sufficiently to move risks into a lower scoring threshold. In some cases, scores have increased to reflect changes in the external environment or a better understanding of the potential scale and interconnected nature of the risk, rather than a deterioration in control effectiveness. Several controls are also developmental or have not yet been fully implemented and tested, meaning that their sustained impact on residual risk cannot yet be evidenced.

2.3 Narratives for Risks with Residual Scores > Target Scores

2.3.1 06 Inadequate preparedness and business continuity arrangements lead to an ineffective response to a major incident, disrupting critical services:

Emergency Planning:

The Council's emergency response arrangements were further tested through HDC's involvement in the multi-agency response to the major incident declared following the Holme Fen wildfire. Several Duty Officers chaired Tactical Coordination Group meetings, supporting the coordinated assessment of emerging impacts, response requirements and resource needs. This included facilitating access to appropriate resources and providing support to personnel operating at the incident site. The response also provided a positive demonstration of community resilience and partnership working. Ramsey Town Council supported the operation by coordinating the provision of food and essential supplies to responding throughout the incident.

Strategic Officer Capacity: HDC is training four additional Strategic (Gold) Officers to strengthen organisational resilience, increase senior leadership capacity and reduce reliance on a limited number of officers during prolonger or concurrent incidents. Training is scheduled for mid-

December, with the newly trained officers expected to join the Strategic Officer rota from January. This will provide greater depth and flexibility within the Council's emergency response structure.

Community Resilience: HDC continues to work with a number of Town and Parish Councils to develop Emergency Liaison Points. These locations are intended to provide residents with access to timely information, practical support and assistance during an emergency, including where residents are potentially required to leave their homes. The Council is also continuing its review of Town and Parish Emergency Plans to improve alignment with HDC's incident response arrangements. This work is intended to strengthen communication, clarify respective roles and support more effective coordination between councils during an emergency.

Business Continuity:

A comprehensive review and refresh of the Council's Business Continuity Plans (BCPs) is underway following publication of the recent internal audit findings. The findings have been shared with the Business Continuity Steering Group to support oversight of the required improvement activity.
Heads of Service are leading reviews of their respective priority services to provide assurance that critical functions can be maintained, or recovered within acceptable timescales, during a significant disruption or emergency. Priority 1 action cards are currently being developed and will be tested against the Council's highest-risk disruption scenarios.

The Emergency Planning Team will facilitate the annual Business Continuity exercise in late November. The exercise will test service-level BCPs against a range of scenarios, assess effectiveness of response and recovery arrangements, and validate key planning assumptions and dependencies. The exercise will also identify any gaps in capability, resource requirements, or cross-service coordination. Findings, lessons identified, and recommended improvement actions will be reported to the Steering Group in January 2027 to support ongoing monitoring and assurance.

Scoring; The inherent risk score has increased from 12 to 16, with the likelihood increasing from 3 – Occasional to 4 – Likely, to recognise the greater exposure presented by the current threat environment, service interdependencies, and the potential consequences of a significant disruption. The residual score remains unchanged; controls are being strengthened across preparedness, response and recovery, primarily reducing likelihood, but do not sufficiently reduce the potential impact to move the risk into a lower scoring threshold.

2.3.2 08 Insufficient awareness, capacity, and governance lead to regulatory non-compliance, resulting in intervention and disruption:

The risk scores have been increased following review to provide a more accurate representation of the Council's current governance exposure. The **inherent likelihood has increased from 3 to 5**, with the **residual impact increasing from 3 to 4 and the residual likelihood from 2 to 3**. The revised scores recognise that, while established controls and governance capacity provide mitigation, further assurance is required that these arrangements are sufficiently robust and sustainable.

The Monitoring Officer is undertaking a wider review to identify the further action required to reduce the risk. This will take account of the current restructuring of elements of the Council's governance functions and the need to ensure that appropriate capacity, accountability and oversight are maintained.

2.3.3 09 Weaknesses in governance, oversight and controls enable fraud, corruption, bribery or theft, resulting in financial, operational, and reputational harm

Fraud risk assessments have now been completed by the majority of service areas and recorded on 4Risk, representing further progress in strengthening the Council's approach. Work with outstanding areas is continuing through targeted attention and support, such as the risk workshops, to support and ensure consistency and completion.

The fraud risk report and recommendations are under review by senior leaders, with the findings informing the Council's ongoing approach to fraud risk management. All actions within the Fraud Strategy Action Plan have now been completed; as a result, the regular Strategy Group meetings will cease, with the group reconvening by exception where emerging issues, significant changes, or further action require collective oversight.

2.3.4 10 Weak information governance and security arrangements lead to a major confidentiality breach, causing regulatory, financial, and reputational harm:

All outstanding actions from the Cyber Essentials audit have now been completed and closed. The risk has been reviewed in light of the successful delivery of several compliance-focussed projects and the increased use of M365 compliance tools, strengthening the Council's information governance and security arrangements. Work will continue to embed these controls and assess their effectiveness, with progress and assurance reported through the Information Assurance Board.

2.3.5 12 Insufficient workforce development and support lead to difficulties in recruitment and retention of skilled staff, reducing service capacity and quality:

The two-year programme to deliver the Workforce Strategy has now concluded, with all actions completed and/or transitioned into business-

as-usual activity. A closure report was presented to Employment Committee in September 2026, confirming delivery and the arrangements for embedding the remaining activity within ongoing workforce planning.

The residual risk score remains unchanged, whilst the statistics in recruitment have shown positive impact, the Council are aware that this needs to be fully embedded and sustained within the organisation. The Council will continue to monitor vacancy and turnover rates, hard-to-fill roles, sickness absence, employee engagement and skills gaps to assess whether the completed actions are delivering the intended outcomes and whether a future reduction in the risk score is justified.

2.3.6 16 Insufficient leadership, resources, and engagement lead to unsuccessful transformation, wasting resources, and limiting service improvement:

Resources have been allocated to maintain core service delivery while providing dedicated capacity to support/process Local Government Reorganisation, including the work required to assess and plan for disaggregation and aggregation of services. Resource requirements will continue to be reviewed as the LGR programme develops, enabling emerging pressures, capacity constraints, and competing priorities to be identified and addressed.

2.3.7 17 Weak safeguarding arrangements and awareness lead to safeguarding failure, causing harm and statutory non-compliance:

The Council continues to make positive progress in safeguarding training compliance, with strong engagement across the three key courses within the training programme. As at the end of Q1, all staff registered on the Learn module were up to date with basic Safeguarding Adults and Children training, including new starters and those due refresher training.

Intermediate Safeguarding Awareness training is currently being reviewed by the Learning and Development team following changes to the County Council's delivery model. This has affected monitoring of refresher training compliance for relevant roles, and an updated system is being developed. Progress will continue to be reported to the Safeguarding Board and CLT Governance.

Designated Safeguarding Officer (DSO) update training has been sourced for both adult and child contact. Existing DSOs will be offered the opportunity to attend and continue in role. Additional DSOs will be sourced to support existing teams.

The Council's Safeguarding Policy has also been reviewed, with no changes currently required. A report will be taken to Cabinet in November to confirm this position and complete the periodic policy review. An all-Member safeguarding briefing is planned to coincide with the Cabinet report.

2.3.8 18 Failure to embed Equality, Diversity, and Inclusion requirements in Council practices results in legal challenge, reputational damage, and reduced trust:

The HDC4everyone Network continues to provide a coordinated forum for supporting the Council's Equality, Diversity, and Inclusion (EDI) responsibilities. Current activity includes data analysis, awareness activities, staff engagement and education. The Network is reviewing exit interview data to identify trends and opportunities to improve employee experience and retention. Additionally, the Network is reviewing the Public Sector Equality Duty Action Plan and considering external accreditations and charter schemes that may assist the Council in assessing and improving its practice.

Further activity includes a request for dedicated neurodiversity training for managers and staff, a GP-led workplace menopause awareness session, promotion of resilience training to managers, and consideration of a resilience e-learning module for all employees. The Network continues to share good practise with colleagues and external partners. This work supports compliance with the Council's statutory duties and contributes to mitigating the risks of legal challenge, reputational damage, and reduced public and employee trust.

Residual score remains above target score as HDC4Everyone Network has not yet been embedded long-term into the organisation.

2.3.9 19 Failure to effectively plan for Local Government Reorganisation results in ineffective delivery disrupting services, finances, governance, and a safe and legal handover:

The Council continues to plan for LGR while awaiting confirmation of the final determination from HM Government. The revised timetable provides additional time to prepare for Vesting Day, although continuing uncertainty over the future structure and implementation arrangements limits the extent to which detailed transition planning can currently be completed.

The Council is using this period to assess potential outcomes, maintain readiness, and strengthen programme governance. There have been no changes to the service-level LGR risks (reported in the retained September LGR Risk Report). A consolidated programme risk log is also being developed to coordinate the substantial volume of risks and issues identified across services and workstreams, enabling clear ownership, oversight, and escalation.

3. COMMENTS OF OVERVIEW & SCRUTINY

N/A

4. IMPLICATIONS OF THE DECISION

N/A

4.1 Implications on Resources

4.1.1 Risk Management is coordinated by the Risk Manager.

5. LIST OF APPENDICES

Appendix 1 –
Appendix 2 –

Corporate Risk Register - Summary

Generated Date	05 Nov 2026 15:48
Risk Criteria	
Project	Risk Register
Risk Area (Reporting Unit)	Corporate Risks

Corporate Risk Register - Summary

Risk Register						
Prefix	**Risk Title**	**Risk Description**	**Risk Owner**	**Inherent Priority**	**Residual Priority**	**Target Priority**
CORP0001	Inadequate cyber security arrangements lead to a successful cyberattack, resulting in service disruption, data loss, and financial harm.	Failure to maintain effective cyber security controls, monitoring, resilience, and user awareness may result in a successful cyberattack, leading to the compromise of council systems and data, disruption to critical services, regulatory penalties, financial loss, and reputational damage.	Corporate Director (Communities)	Very High (5:4=20)	High (5:2=10)	High (5:2=10)
CORP0002	Workforce and management weaknesses lead to inconsistent service quality, resulting in poor outcomes and reputational damage.	Unable to maintain and build quality and consistency in service provision by the Council	Corporate Director (Communities)	Very High (4:4=16)	High (3:3=9)	High (3:3=9)
CORP0003	Political priorities or policy changes are not anticipated, or responded to, resulting missed opportunities and failure to deliver Council objectives	Changes in national or local political priorities, policies, legislation or stakeholder expectations are not effectively anticipated, or responded to promptly and effectively. This could result in the Council failing adapt its plans, resources, service delivery, leading to missed opportunities, and failure to deliver in Council objectives.	Chief Executive	High (3:4=12)	Medium (3:2=6)	Medium (3:2=6)
CORP0004	Inadequate financial planning & management, alongside external pressures, could impact financial sustainability, resulting in overspends & deficits.	The Council's financial position may deteriorate where it lacks an agreed and current financial plan, financial information and forecasts are incomplete or out of date, assumptions are unreliable, or budget monitoring and financial controls do not operate effectively. External pressures, including changes to funding, income, demand and costs, may further increase the exposure. This could lead to unplanned overspends, use of reserves, additional savings requirements, and reduced ability to sustain services and deliver Council priorities.	Interim Corporate Director - Finance & Resources	Very High (5:4=20)	Medium (3:1=3)	Medium (3:1=3)
CORP0005	Inconsistent leadership, oversight, and governance arrangements lead to governance failures, resulting in poor decisions and intervention	Leadership, oversight and governance arrangements may be unclear, inconsistently applied or insufficiently effective (including gaps in accountability, scrutiny, decision-making, escalation and assurance). This could result in decisions being made without appropriate information or challenge, failures to identify and address significant issues, non-compliance, poor organisational performance, reputational damage, and intervention by regulators or other external bodies.	Chief Executive	Very High (4:5=20)	High (4:3=12)	Medium (3:2=6)
CORP0006	Inadequate preparedness and business continuity arrangements lead to an ineffective response to a major incident, disrupting critical services.	Inability to effectively respond to a major disruption / critical event	Corporate Director (Communities)	Very High (4:4=16)	High (3:3=9)	Medium (3:2=6)
CORP0007	Inadequate health, safety, and wellbeing arrangements lead to a serious incident, causing harm, enforcement action, and service disruption	Health, safety and wellbeing arrangements may be insufficient, unclear or inconsistently implemented, including weaknesses in risk assessment, training, safe working practices, monitoring, reporting and management oversight. Causing a serious health, safety, and well-being failure by the Council	Chief Executive	Very High (5:4=20)	High (5:2=10)	High (5:2=10)
CORP0008	Insufficient awareness, capacity, and governance lead to regulatory non-compliance, resulting in intervention and disruption.	This risk concerns the Council's ability to understand and comply with the legal, regulatory, and statutory requirements applying to its activities and services. It covers the arrangements for identifying obligations, assigning accountability, maintaining organisational awareness and overseeing compliance.	Chief Executive	Very High (4:4=16)	High (3:3=9)	Medium (3:2=6)
CORP0009	Weaknesses in governance, oversight and controls enable fraud, corruption, bribery or theft, resulting in financial, operational and reputational harm	The Council may be exposed to fraud, corruption, bribery or theft where governance, assurance, or control arrangements fail to prevent or respond effectively to such risks. As a result, significant incidents could lead to financial loss, service disruption, regulatory scrutiny, reputational damage and reduced public confidence in the Council.	Interim Corporate Director - Finance & Resources	Very High (4:4=16)	High (3:3=9)	Medium (3:2=6)
CORP0010	Weak information governance and security arrangements lead to a major confidentiality breach, causing regulatory, financial, and reputational harm.	Major confidentiality breach on the part of the Council.	Corporate Director (Communities)	Very High (4:4=16)	High (4:2=8)	Medium (3:2=6)

Prefix	Risk Title	Risk Description	Risk Owner	Inherent Priority	Residual Priority	Target Priority
CORP0011	Failure to meet environmental legislation and policy commitments results in non-compliance and harm to the environment.	The Council is required to respond effectively to environmental legislation, policy commitments and wider environmental responsibilities across its services and activities. Climate change is recognised as an important contributing factor, particularly where it impacts service delivery, assets, operations and community outcomes, but it is not the driving factor behind this broader risk. If environmental requirements are not identified, embedded, monitored, or responded to effectively, the Council may fail to meet its obligations, resulting in environmental harm, legal, or regulatory action, financial consequences and reputational damage.	Corporate Director (Place)	High (4:3=12)	High (4:2=8)	High (4:2=8)
CORP0012	Insufficient workforce development & support lead to difficulties in recruitment & retention of skilled staff, reducing service capacity and quality	This risk concerns the Council's ability to attract, develop, support and retain a skilled, capable and resilient workforce. It covers workforce planning, recruitment, learning and development, career progression, employee wellbeing and the transfer of organisational knowledge.	Chief Executive	Very High (4:4=16)	Medium (3:2=6)	Low (2:2=4)
CORP0013	Weak partnership governance and engagement lead to ineffective collaboration, reducing funding opportunities and achievement of strategic objectives	This risk concerns the Council's ability to establish and maintain effective relationships with external stakeholders/partnerships/organisations where collaboration supports shared priorities and outcomes. It covers partnership selection, shared objectives, roles and responsibilities, accountability, information sharing, engagement and oversight.	Chief Executive	Very High (4:4=16)	Medium (3:2=6)	Medium (3:2=6)
CORP0014	Inconsistent communication & engagement lead to ineffective stakeholder relationships, reducing trust, collaboration & support for Council priorities	This risk concerns the Council's approach to communicating with and engaging its stakeholders, including residents, communities, partners, businesses and other interested parties. It covers the coordination, clarity, accessibility, consistency and timeliness of communications, together with the mechanisms used to understand stakeholder needs, expectations and feedback.	Chief Executive	Very High (4:4=16)	Medium (3:2=6)	Medium (3:2=6)
CORP0015	Failure to plan for housing and infrastructure needs constrains growth and adversely affects communities.	The Council must understand and plan for current and future housing and infrastructure needs and support their timely development. If evidence, plans, resources, systems, or engagement with developers, investors, and infrastructure providers are insufficient, employment opportunities, housing and infrastructure may not meet local demand; constraining growth and investment, increasing pressure on public sector services and adversely affecting local businesses and communities.	Corporate Director (Place)	Very High (4:4=16)	High (4:2=8)	High (4:2=8)
CORP0016	Insufficient leadership, resources, and engagement lead to unsuccessful transformation, wasting resources, and limiting service improvement.	The Council fails to manage its transformation strategy (including digital)	Corporate Director (Communities)	Very High (4:4=16)	High (3:3=9)	Medium (3:2=6)
CORP0017	Weak safeguarding arrangements and awareness lead to safeguarding failure, causing harm and statutory non-compliance	This risk concerns the Council's arrangements to ensure there are robust systems in place to address safeguarding and prevent duty concerns. It covers organisational responsibilities, policies, professional awareness, information sharing and the identification, reporting and referral of safeguarding concerns.	Chief Executive	High (4:3=12)	High (3:3=9)	Medium (3:2=6)
CORP0018	Failure to embed Equality, Diversity and Inclusion requirements in Council practices results in legal challenge, reputational damage and reduced trust	This risk concerns how the Council supports and embeds its EDI ethos into its governance, workforce arrangements, decision-making and delivery of services. It covers organisational responsibilities, inclusive practices, equality considerations and the assessment of how policies, decisions and services may affect different communities and individuals.	Chief Executive	Very High (4:4=16)	Medium (2:3=6)	Low (2:2=4)
CORP0019	Failure to effectively plan for LGR results in ineffective delivery, disrupting services, finances, governance, & a safe & legal handover	Failure to effectively plan for Local Government Reorganisation (LGR) results in ineffective delivery, disrupting services, finances and governance; and the failure to deliver to the new authority a safe and legal handover of all Huntingdonshire's services, staff and assets. This risk concerns the Council's readiness for Local Government Reorganisation and its ability to manage the transition effectively. It covers programme governance, transition planning, organisational capacity, inter-authority coordination, financial planning, service continuity and the transfer of responsibilities, assets, data, systems and workforce arrangements.	Chief Executive	Very High (4:5=20)	High (3:4=12)	High (3:3=9)

Prefix	Risk Title	Risk Description	Risk Owner	Inherent Priority	Residual Priority	Target Priority
CORP0026	Selection of Option D as final determination for LGR has major impact on services, finances, economic growth & strategic direction of Huntingdonshire	If Option D is selected as the final determination for LGR in Cambridgeshire and Peterborough, there is a significant amount of associated risk. This includes: the significant splitting of systems and services disrupting service delivery; the loss of several operational assets vital to service delivery; significant impacts on Huntingdonshire's current investments and growth projects, including One Leisure development and Project Fairfax; and significant negative implications for the financial sustainability of the future authorities, affecting Huntingdonshire residents. The option will also have a significant impact on HDC's current workforce by causing additional uncertainty for the future as well as requiring additional capacity and resource.	Chief Executive	Very High (4:4=16)	High (3:4=12)	High (3:4=12)

Corporate Risk Register - Heat Maps

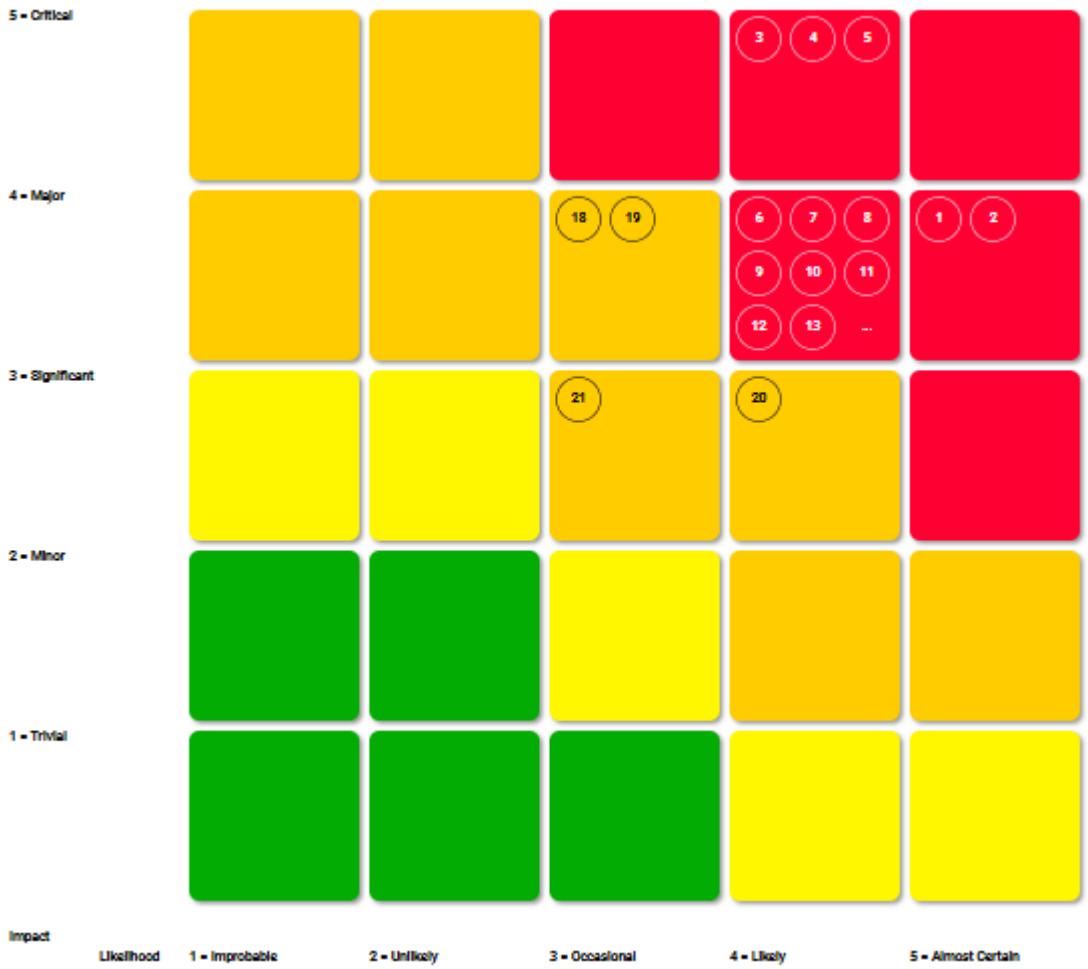
Key for Risk Heat Maps.

Please note, Matrix ID and Risk Reference Number do not match.

Matrix Id	Reference	Risk Title	Inherent	Residual	Target
1	CORP0019	Failure to effectively plan for LGR results in ineffective delivery, disrupting services, finances, governance, & a safe & legal handover	Very High	High	High
2	CORP0005	Inconsistent leadership, oversight, and governance arrangements lead to governance failures, resulting in poor decisions and intervention	Very High	High	Medium
3	CORP0001	Inadequate cyber security arrangements lead to a successful cyberattack, resulting in service disruption, data loss, and financial harm.	Very High	High	High
4	CORP0007	Inadequate health, safety, and wellbeing arrangements lead to a serious incident, causing harm, enforcement action, and service disruption	Very High	High	High
5	CORP0004	Inadequate financial planning & management, alongside external pressures, could impact financial sustainability, resulting in overspends & deficits.	Very High	Medium	Medium
6	CORP0026	Selection of Option D as final determination for LGR has major impact on services, finances, economic growth & strategic direction of Huntingdonshir	Very High	High	High
7	CORP0002	Workforce and management weaknesses lead to inconsistent service quality, resulting in poor outcomes and reputational damage.	Very High	High	High
8	CORP0006	Inadequate preparedness and business continuity arrangements lead to an ineffective response to a major incident, disrupting critical services.	Very High	High	Medium
9	CORP0008	Insufficient awareness, capacity, and governance lead to regulatory non-compliance, resulting in intervention and disruption.	Very High	High	Medium
10	CORP0009	Weaknesses in governance, oversight and controls enable fraud, corruption, bribery or theft, resulting in financial, operational and reputational harm	Very High	High	Medium
11	CORP0016	Insufficient leadership, resources, and engagement lead to unsuccessful transformation, wasting resources, and limiting service improvement.	Very High	High	Medium
12	CORP0015	Failure to plan for housing and infrastructure needs constrains growth and adversely affects communities.	Very High	High	High
13	CORP0010	Weak information governance and security arrangements lead to a major confidentiality breach, causing regulatory, financial, and reputational harm.	Very High	High	Medium
14	CORP0013	Weak partnership governance and engagement lead to ineffective collaboration, reducing funding opportunities and achievement of strategic objectiv	Very High	Medium	Medium
15	CORP0014	Inconsistent communication & engagement lead to ineffective stakeholder relationships, reducing trust, collaboration & support for Council priorities	Very High	Medium	Medium
16	CORP0012	Insufficient workforce development & support lead to difficulties in recruitment & retention of skilled staff, reducing service capacity and quality	Very High	Medium	Low
17	CORP0018	Failure to embed Equality, Diversity and Inclusion requirements in Council practices results in legal challenge, reputational damage and reduced trust	Very High	Medium	Low
18	CORP0017	Weak safeguarding arrangements and awareness lead to safeguarding failure, causing harm and statutory non-compliance	High	High	Medium
19	CORP0011	Failure to meet environmental legislation and policy commitments results in non-compliance and harm to the environment.	High	High	High
20	CORP0003	Political priorities or policy changes are not anticipated, or responded to, resulting missed opportunities and failure to deliver Council objectives	High	Medium	Medium
21	CORP0025	National pay negotiations lead to Industrial Action, causing service disruption and reduced organisational capacity	High	High	Medium

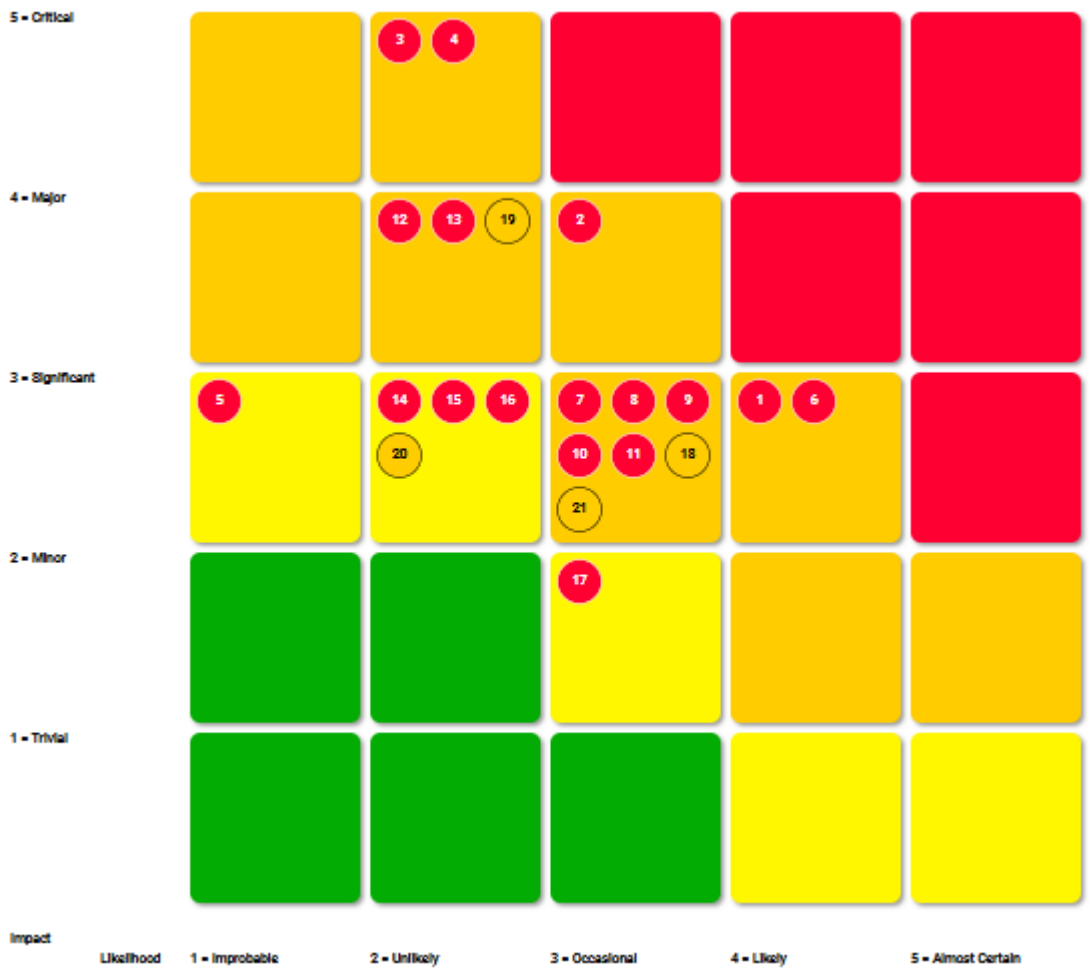
Corporate Risk Register - Heat Maps

Inherent Risk Scores



Corporate Risk Register - Heat Maps

Residual Risk Score



Corporate Risk Register - Heat Maps

Target Risk Ratings

